

**STAFF TURNOVER AT  
COMMUNITY RESIDENTIAL CONTRACTORS**  
of THE DIVISION OF COMPREHENSIVE PSYCHIATRIC SERVICES  
and  
THE DIVISION OF MENTAL RETARDATION/DEVELOPMENTAL DISABILITIES

Missouri Department of Mental Health

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# Executive Summary

## Community Residential Direct Care Staff Turnover Study

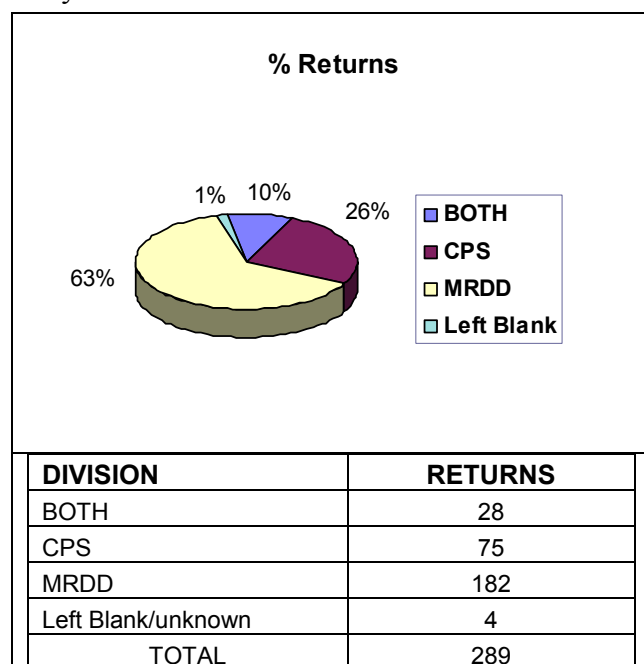
JANUARY 2003

This survey covered information about the turnover rate of direct care staff at contracted residential providers for the Department of Mental Health, and the relationship of the staff turnover to selected working conditions. This survey is a follow-up to one conducted the previous year.

Results were computed for the total sample of returns, and also were computed with the providers separated by the Division whose consumers they serve.

### Highlights of the results:

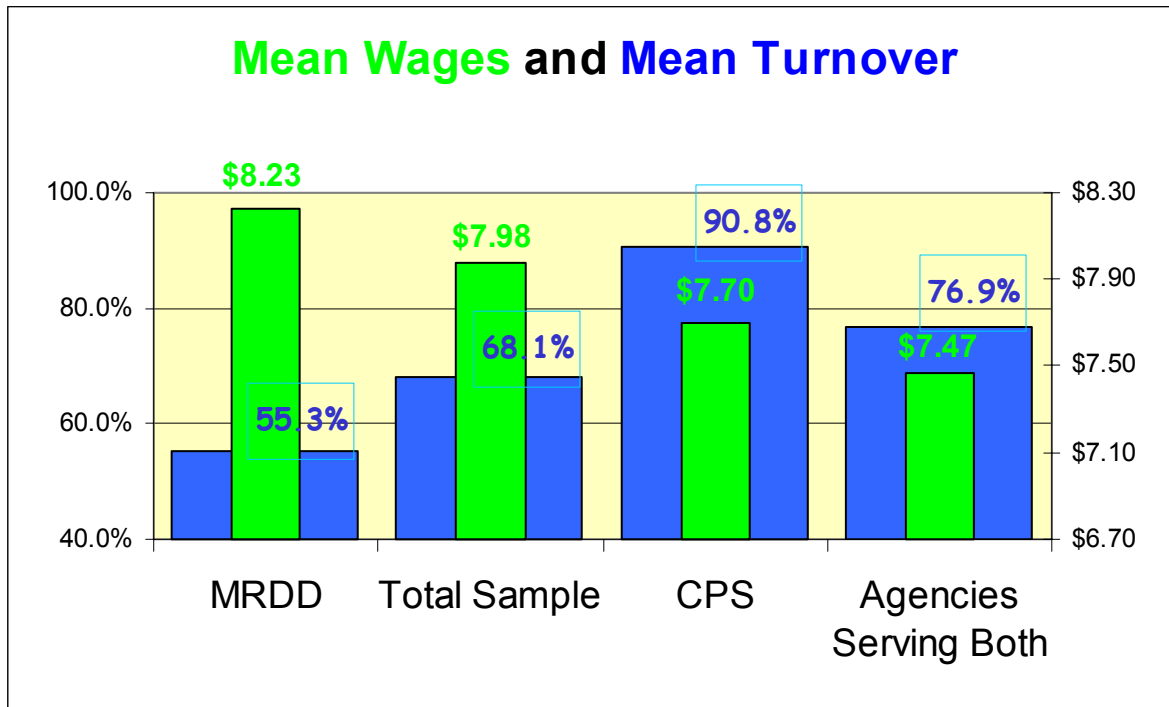
- A return rate of 35.6% - Providers returned 289 survey forms.
- The mean annual direct care staff turnover percentage rate for the total sample was 68.1%, with a median of 50%, and a mode of 0%.
- These results are not markedly different from the previous year's results, which found a mean turnover rate of 70.7%, with a median rate of 50% and a mode of 0%.
- Wages have risen slightly in the past year. The mean of reported wages for direct care staff in this survey is \$7.98 per hour vs. \$7.85 for the previous survey, a 1.7% increase.
- Higher wages were correlated with lower turnover rate. (1) The higher the average wage, the lower the turnover rate; and (2) the higher the starting wage, the lower the turnover rate.



### Results per the Division contracting with the provider:

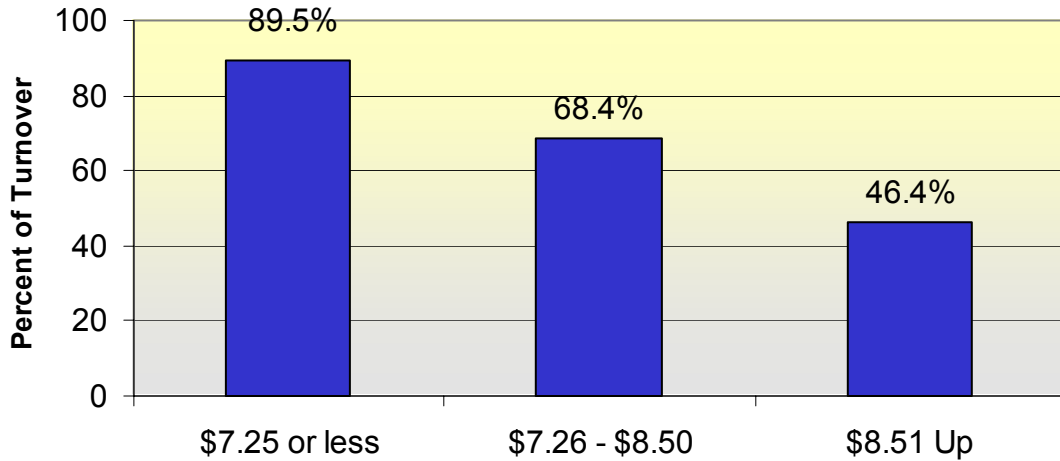
- ◇ The mean annual direct care staff turnover percentage rate at agencies providing for Division of Mental Retardation and Developmental Disabilities (MRDD) consumers was 55.3%, with a median of 41.2% and a mode of 0%. The mean wage for these providers was \$8.23.
- ◇ Two items were significantly correlated with the turnover rate at MRDD agencies: (1) The higher the average pay rate, the lower the turnover rate; and (2) agencies offering dental/eye care tended to have lower turnover.
- ◇ The mean annual direct care staff turnover percentage rate at agencies providing for Division of Comprehensive Psychiatric Services (CPS) consumers was 90.8% with a median of 68.6% and a mode of 0%. The mean wage paid by these providers was \$7.70.
- ◇ Only average wages were significantly correlated with the turnover rate for the CPS providers. However, there was an interesting pattern between regional mean wages and turnover for CPS providers. Lower turnover was found in the regions with higher wages.
- ◇ The mean annual direct turnover percentage rate at agencies having contracts to serve consumers from both MRDD and CPS was 76.9% with a median of 67.9%, and a mode of 0%.

*Average Wages and Average Turnover Rates:  
Providers Grouped by the Division Whose Consumers They Serve:*



Division	Number of Surveys	Mean Wages	Mean of Turnover Percentage	Median Turnover	Mean Wages FY 02	% Increase (FY 02 to FY03)
MRDD	182	\$8.23	55.3%	41.2%	\$8.01	2.7%
CPS	75	\$7.70	90.8%	68.6%	\$7.40	4.1%
Serving Both	28	\$7.47	76.9%	67.9%	\$7.45	0.3%
Total Sample	289	\$7.98	68.1%	50.0%	\$7.85	1.7%

### Average Direct Care Staff Turnover Grouped by Wage Range



Wage Range	Mean of Percentage Turnover	No. of Agencies
\$7.25 or less	89.5%	88
\$7.26 - \$8.50	68.4%	93
\$8.51 Up	46.4%	88

# Direct Care Staff Turnover at Community Residential Providers for the Missouri Department of Mental Health

A survey was conducted to gather information about the turnover rate for direct care staff in residential providers for the Department's Division of Mental Retardation/Developmental Disabilities (MRDD) and the Division of Comprehensive Psychiatric Services (CPS). The survey requested data for a year time period, October 1, 2001 through September 30, 2002. It provides follow-up information to a similar survey done the previous year.

This report will first present the data gathered from the total sample of returned surveys, then look at the findings from the CPS provider returns, followed by a discussion of MRDD providers' results and then the returns from providers contracted with both Divisions. The results will also be compared against the findings from the previous year.

## Responses to Survey

A total of 812 surveys were sent out. (289 for Comprehensive Psychiatric Services and 523 for the Division of MRDD). 289 forms were returned, a return rate of 35.6%. This is a little lower than the previous year. The contractor doing the previous survey mailed out the surveys twice, which produced a return rate of 44.1%.

Of the providers who responded, 182 reported they were Division of MRDD providers only, 75 reported being Division of CPS providers only and 28 reported serving consumers from both Divisions. Four forms had no Division marked. Figure 1 shows the percentage of returns by Division.

DIVISION	RETURNS
BOTH	28
CPS	75
MRDD	182
Left Blank	4
TOTAL	289

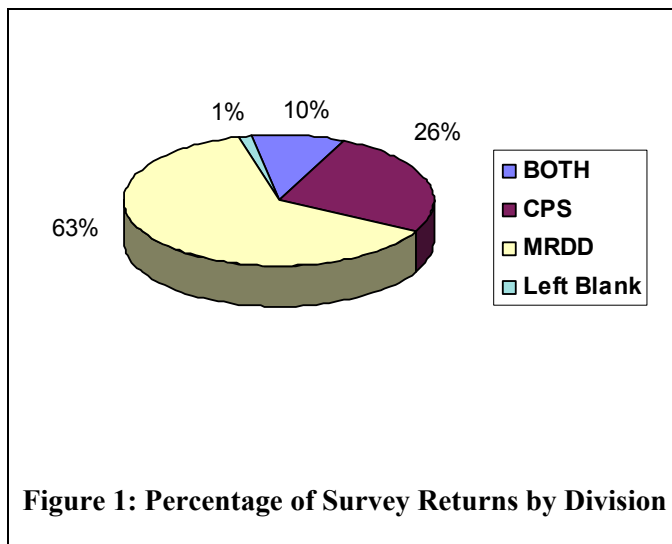


Figure 1: Percentage of Survey Returns by Division

The breakdown of returns by CPS and MRDD regions is shown in Table 1 below. The regions were determined from the zip code information provided by the respondents. Not all agencies completed this item.

<b>Table 1: Returns by CPS and MRDD Regions</b>					
<b>CPS Region</b>			<b>MRDD District</b>		
Central	13		East	12	
Eastern	17		North	101	
Northwest	16		South	60	
Southern	24		ZIP code blank	9	
Zip Left Blank	5				

The questions on the survey asked for the following information:

- Number of direct care staff who resigned, terminated or left
- Average number of direct care employees at the agency during the past year
- Annual direct care turnover percentage rate
- Starting hourly wage level for direct care employees (after probation)
- Average hourly wage level for direct care employees
- Fringe benefits provided to direct care employees as of October 1, 2002.

(The questionnaire form is attached as Appendix C)

## Results from Entire Sample

This section includes all the surveys that were returned, a total of 289 forms.

### *Number of Direct Care Staff Who Resigned/Terminated:*

The first question asked the number of direct care staff in each agency that resigned or terminated their employment during the past calendar year. The range was from zero to 237 per agency. Several of the providers indicated that their agency was family run, serving only one or two consumers, so they had no turnover. The mean number of separations was 18.3 individuals per agency for this time period.<sup>1</sup> The median was six, and the mode for separations was zero.<sup>2</sup>

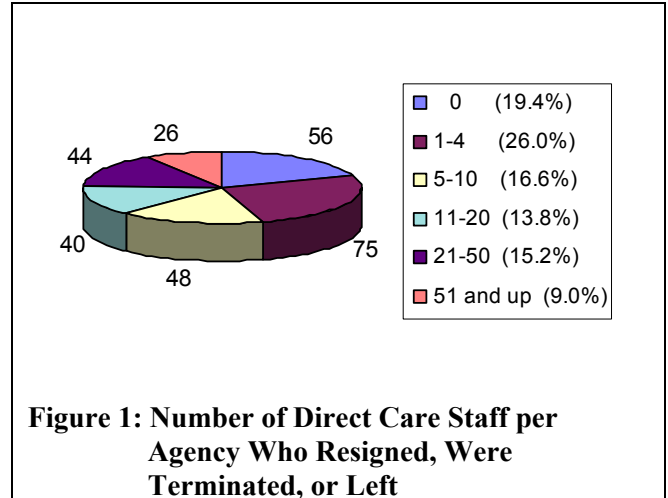
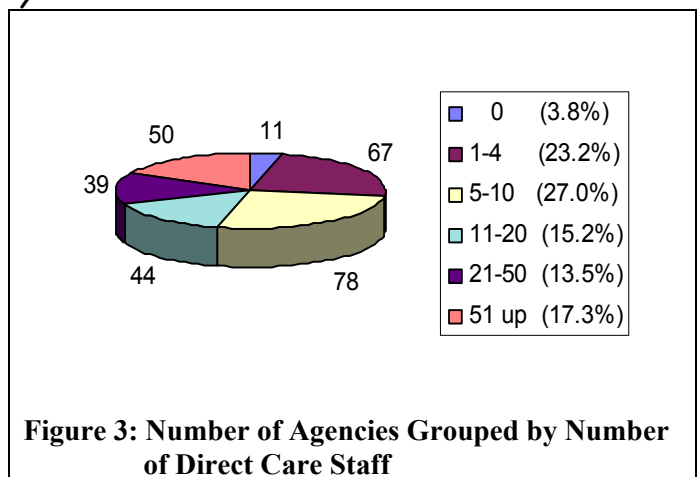


Table 2. Comparison of FY 02 and FY 03 Results for Number of Separations		
	FY 03	FY 02
Range	0 to 237	0 to 267
Mean Number of Separations	18.3	17.5
Median Separations	6.0	6.0
Mode	0	0
Percent with 10 or less	61.9% (179 agencies)	62.9% (209 agencies)
Over 50 turnovers	9.0% (26 agencies)	9.0% (30 agencies)

### *Number of Direct Care Staff Per Agency*

The providers were asked the average number of direct care employees at their agency in the past year. The range was from zero to 263. Eleven agencies reported no direct care employees. Anecdotal conversations with providers indicate these are agencies in which the proprietor or proprietor's family works alone. 54% had ten or fewer employees. Approximately 17% had 51 employees or more. The mean number of direct



<sup>1</sup> 4 forms left this item blank. These were interpreted as 0 separations.

<sup>2</sup> The median is the value at the middle of the reported group of scores. The mode is the most frequently reported value.

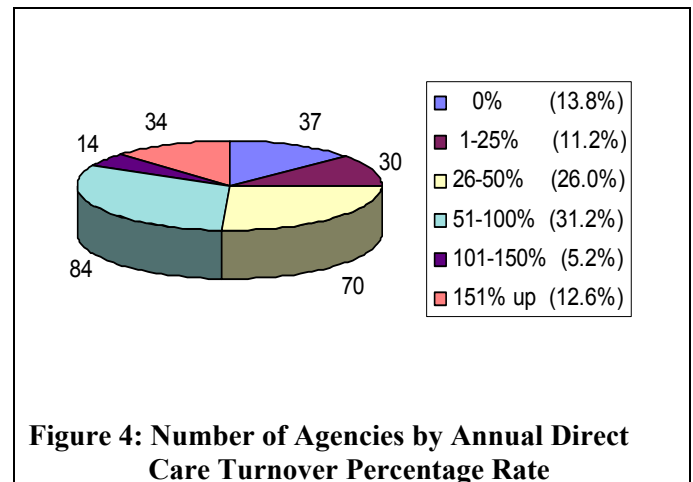


care staff was 27.5. (The mean was influenced by a few agencies having a large number of direct care staff). The median was 10 employees, and the mode was 5.

<b>Table 3. Comparison of FY 02 and FY 03 Results: Number of Direct Care Staff</b>		
	<b>FY 03</b>	<b>FY 02</b>
Range	0 to 263	0 to 4160
Mean	27.5	22.6
Median	10.0	9.0
Mode	5.0	6.0
10 or fewer employees	54.0% (156 agencies)	57.8% (189 agencies)
More than 50 employees	17.3% (50 agencies)	12.5% (41 agencies)

### *Percentage of Turnover in Direct Care Staff per Agency*

The annual turnover percentage in direct care staff was calculated from the number of separations and the number of positions.<sup>3</sup> The range of the turnover percentage in direct care staff was from 0% to 383%. The mean of the percentage for turnover was 68.1%, the median was 50% and the mode was 0%. (37 agencies with paid staff reporting 0 turnovers). Approximately 18% of the agencies reported a turnover of more than 100%, while 25% had a turnover rate of 25% or less. (See Figure 4).



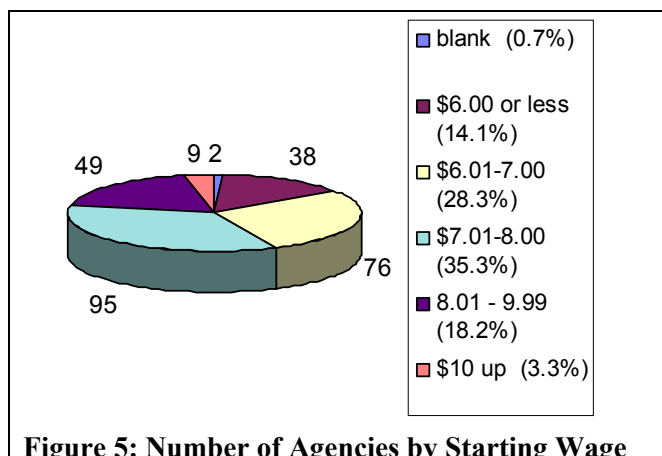
**Figure 4: Number of Agencies by Annual Direct Care Turnover Percentage Rate**

<b>Table 4. Comparison of FY 02 and FY 03 Results: Turnover Percentage</b>		
	<b>FY 03</b>	<b>FY 02</b>
Range	0 to 383.3%	0 to over 151% (exact maximum not reported)
Mean	68.1%	70.7%
Median	50%	50%
Mode	0%	0%
Turnover more than 100%	17.8%	19.4%
Less than 25% turnover	24.9%	12.5%

<sup>3</sup> The 20 providers reporting no paid direct care employees were removed from this calculation. Eleven providers reported no direct care employees. An additional nine reported having one to three positions, but paying no wages.

## *Starting Hourly Wage for Direct Care Employees After Probation.*

The survey also asked the starting hourly rate for each agency, after probation. The highest reported starting hourly wage was \$13.00. The lowest reported was \$5.15. Of the providers who reported having employees, about 14% had starting pay less than \$6.00 per hour. On the other hand, 3.3% had post-probation wages levels beginning at \$10.00 per hour or more. Excluding providers without paid employees, the mean was \$7.37 per hour, and the median was \$7.50. The distribution is bimodal, with 35 agencies reporting a starting wage of \$7.00, and 35 reporting \$7.50.



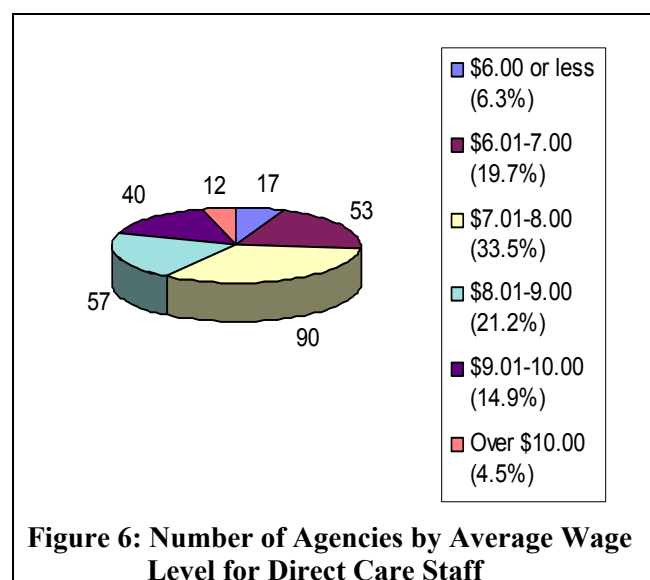
**Figure 5: Number of Agencies by Starting Wage**

Table 5. Comparison of FY 02 and FY 03 Results: Starting Wage		
	FY 03	FY 02
Range	\$5.15 to 13.00	\$5.15 to 18.00
Mean	\$7.37	\$7.16
Median	\$7.50	\$7.09
Mode	\$7.00 and \$7.50 (35 agencies each)	\$7.00

## *Average Wage for Direct Care Staff*

The range for reported average wages per hour was from \$5.50 to \$15.74. The mean was higher than the mean for the starting rate, \$7.98 vs. \$7.37.<sup>4</sup> A higher percentage of experienced employees made over \$8.00 per hour than did starting employees, 40.5% compared to 21.6%. The median hourly rate was \$7.85, and the mode was \$7.00. Only 4.5% of the sample reported salaries greater than \$10.00 per hour. 6.3% made \$6.00 or less.

These results show a slight rise in wages over the past year, \$7.98 per hour vs. \$7.85 for the previous survey. This is a 1.7% increase.



**Figure 6: Number of Agencies by Average Wage Level for Direct Care Staff**

<sup>4</sup> Again, providers reporting 0 paid employees were not included in calculating the mean, median, and mode for average wage.

<b>Table 6. Comparison of FY 02 and FY 03 Results: Average Wage</b>			
	<b>FY 03</b>	<b>FY 02</b>	<b>% Change</b>
Range	\$5.50 to 15.74	\$5.15 to 12.50	
Mean	\$7.98	\$7.85	1.7%
Median	\$7.85	\$7.70	1.9%
\$6.00 or less	6.3%	10%	3.7% reduction

All survey participants with paid staff paid more than the minimum wage of \$5.15 per hour. The lowest reported wage, \$5.50 per hour, at 40 hours per week would equal an annual gross income of \$11,000 per year, which exceeds the 2002 poverty guideline for 1 person of \$8,860. The 2002 poverty guideline for a 4-person household (\$18,100 per year) is approximately equal to \$9.05 per hour. 52 respondents (19.3%) paid a wage at that level or better.

The statewide mean wage of \$7.98 for direct care staff could be also compared with the mean wage statewide of \$8.85 per hour for Home Health Aides in 2001.<sup>5</sup>

Another point of interest is the regional variations in mean wages. CPS regions were used for this breakout.

<b>Table 7. Regional variation in Average Wages – Total Sample</b>	
<b>CPS Region</b>	<b>Mean Wages</b>
Central	\$7.95
Eastern	\$8.72
Northwest	\$8.44
Southern	\$7.27

The breakouts later in this report will show higher turnover in the Southern region.

### *Fringe Benefits for Direct Care Staff*

Provider agencies were asked if they provided fringe benefits for their direct care employees. The checklist on the survey form included sick leave, health insurance, dental/eye care, vacation, retirement, and "other." 235 provider agencies indicated that they provided some form of fringe benefit.

**Table 8: Reported Fringe Benefits**

	<b>Sick Leave</b>	<b>Health Insurance</b>	<b>Dental-Eye</b>	<b>Vacation</b>	<b>Retirement</b>	<b>Other</b>
Number Marked Yes:	135	134	59	212	73	69
Percent of Returns (Providers with employees only)	50.2%	49.8%	21.9%	78.8%	27.1%	25.7%

<sup>5</sup> Source: Missouri Economic Research and Information Center, Department of Economic Development

The categories that were listed for Other are shown in Table 9. Some used the other blank to clarify their benefit package such as listing that the provider agency paid part of the health insurance.

<b>Table 9. Other Fringe Benefits</b>		
401K	FICA Comp	Holiday(s)
403(B)	Floating Holiday	I pay when they are absent
AFLAC	Food	Life Insurance
Bonuses	Time off when needed	Meals, activities, sleep
Christmas Bonus	Tuition, Life Ins, EAP	Mutual Fund
Credit Union	Wellness pay	PL Certificate, Dr. Visit
DEF Comp Com	Workers Comp	Prof Liab Ins
Disability Insurance	Required Education Study	
Earned Time Off	RX	

Breaking out the fringe benefits by Division showed that fewer providers contracted with both Divisions offered these benefits than providers serving consumers from one Division.

<b>Division</b>	<b>Sick Leave</b>	<b>Health Insurance</b>	<b>Dental-Eye</b>	<b>Vacation</b>	<b>Retirement</b>	<b>Other</b>
BOTH	11 42.3%	10 38.5%	5 19.2%	18 69.2%	7 26.9%	7 26.9%
CPS	38 50.7%	35 46.7%	15 20.0%	65 86.7%	19 25.3%	16 21.3%
MRDD	86 52.1%	89 53.9%	39 23.6%	128 77.6%	47 28.5%	45 27.3%

### *Correlations Between Survey Items and Turnover Rate*

The possible correlations between the turnover rates and the items on the questionnaire were calculated using a Pearson product moment r coefficient. (See Table 10).

**Table 10: Correlations Between Survey Items and Turnover Rate**

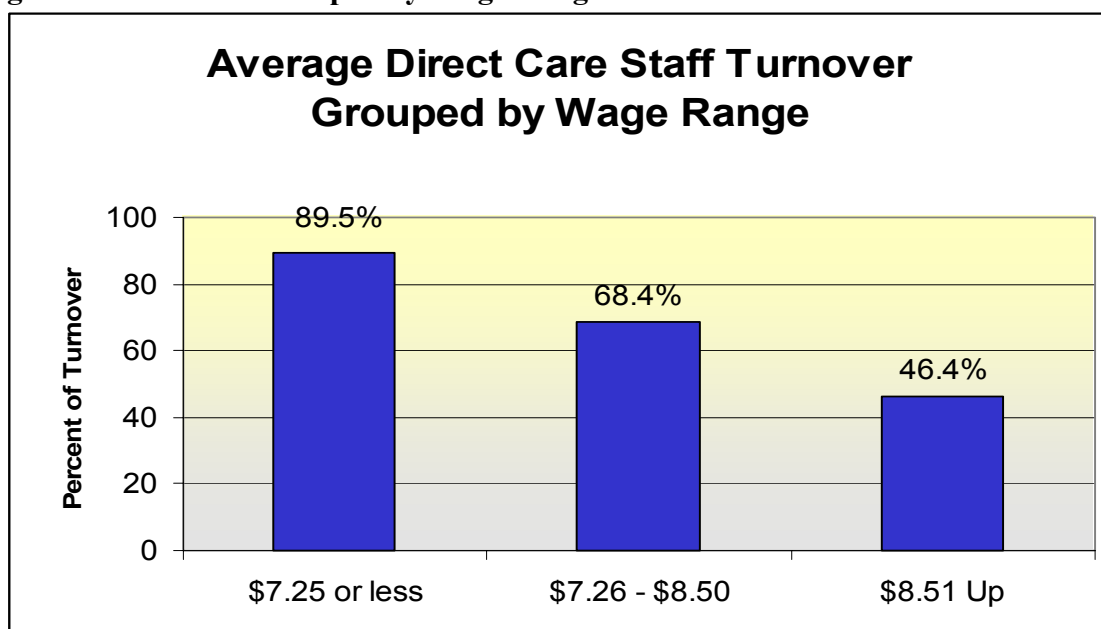
<b>Variables</b>	<b>Pearson Correlation</b>	<b>Significance</b>
Average number of direct care employees at your agency during this time	-0.0199	.7455
Starting hourly salary level for direct care employees after probation	-0.1849	.0024
Average hourly salary level for direct care employees	-0.2587	.0001
Sick leave	0.1786	.7706
Health insurance	-0.0237	.6991
Dental and/or eye care insurance	-0.1023	.0940
Vacation	-0.0016	.9786
Retirement	-0.0322	.5988
Other	-0.2599	.3671

Only two items showed significance. (1) The higher the starting salary, the lower the turnover rate  
(2) The higher the average salary, the lower the turnover rate.

The extent to which higher wages reduce the direct care staff turnover is a point of interest. To examine this further, the respondents were grouped into low-wage, middle, and high-wage clusters, and the mean of the percentage turnover for the agencies in each group calculated. This produced the following result:

Wage Range	Mean of Percentage Turnover	No. of Agencies
<b>\$7.25 or less</b>	89.5%	88
<b>\$7.26 - \$8.50</b>	68.4%	93
<b>\$8.51 Up</b>	46.4%	88

**Figure 7. Turnover Grouped by Wage Ranges**



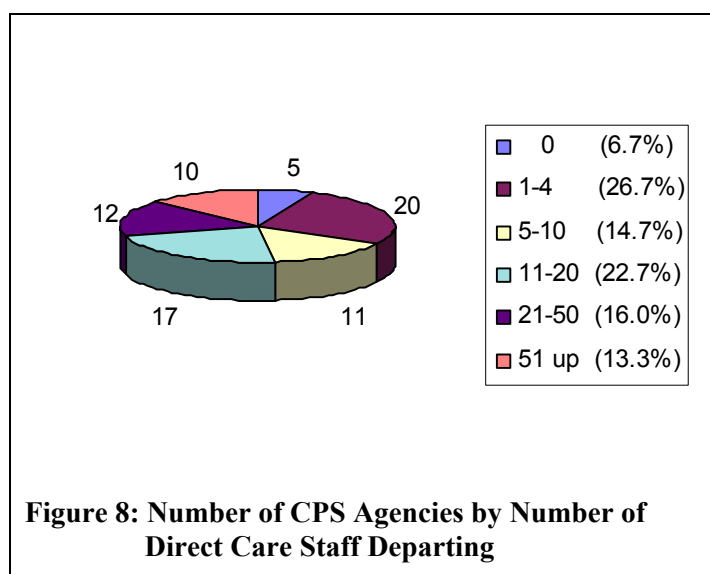
These figures indicate that the relationship between wages and turnover is noteworthy.

## Division of Comprehensive Psychiatric Services

This section describes the responses from the providers contracted with the Division of Comprehensive Psychiatric Services (CPS). There were 75 returns from CPS providers.

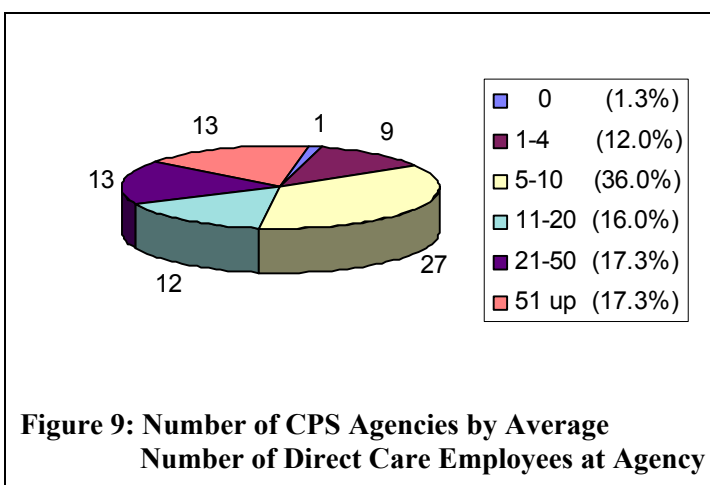
### *Number of Direct Care Staff Who Departed from CPS Agencies*

The number of direct care staff who resigned, were terminated or left during the one-year period ranged from none to 209, with a mean of 23.3, a median of 11.0 and a mode of 1. Approximately half of the agencies (48.0%) lost fewer than ten employees. 13.3% had more than 50 employees depart in the year period. See Figure 8.



### *Average Number of Direct Care Employees at CPS Agencies*

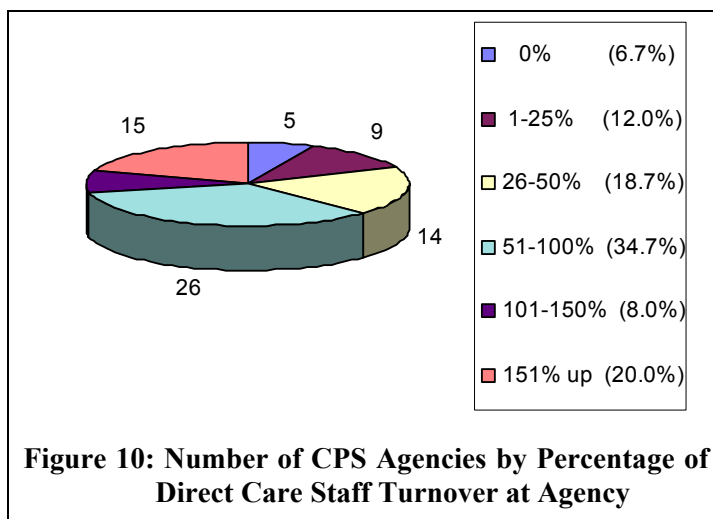
The average number of direct care employees at provider agencies reported on the survey ranged from none<sup>6</sup> to 180. The mean number of direct care employees was 27.1, the median was 11 and the mode was 5. 49.3% of the agencies had ten employees or less, while 17.3% had 51 or more employees. (See Figure 9).



<sup>6</sup> This agency's form noted that the owners were the only care-givers.

## *CPS Direct Care Staff Turnover Percentage*

The annual direct care staff turnover rates for the one-year period were calculated from the information provided by the survey participants. (Providers without employees were not included). Turnover rate ranged from zero to 383%. The mean turnover percentage per agency was 90.8%, the median was 68.6%, and the mode was 0%. 37.3% of the provider agencies had a 50% staff turnover rate or less, while 20% had 151% or more turnovers. (See Figure 10)



The mean and median results show an increase from the previous survey in turnover among direct care staff for CPS providers.

<b>Table 11. Comparison of FY 02 and FY 03 Results: Turnover Percentage</b>		
<b>CPS</b>	<b>FY 03</b>	<b>FY 02</b>
Range	0 to 383.3%	0 to 500%
Mean	90.8%	86.0%
Median	68.6%	57.0%
Mode	0%	0%

Turnover percentage rates were also examined by region. (See Table 12). The highest mean turnover rate for CPS providers was in the Southwest Region (122.9%), while the lowest was in the Eastern Region (62.7%).

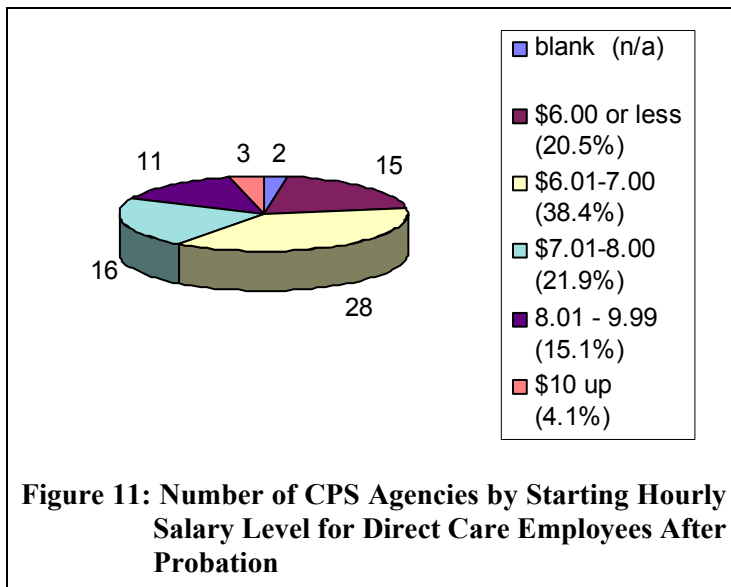
**Table 12: Annual Direct Care Turnover Percentage Rates – CPS Regions**

<b>Region</b>	<b>Mean</b>
Central Region	79.3%
Eastern Region	62.7%
Northwest Region	76.0%
Southern Region	122.9%

## *CPS Agencies Starting Salary for Direct Care Employees after Probation*

The hourly starting salary for direct care employees after probation ranged from \$5.15 to \$13.00, with a mean of \$7.12, a median of \$7.00 and a mode of \$6.00.<sup>7</sup> 19.2% of the respondents paid above \$8.01 an hour (15 agencies), and 20.5% paid \$6.00 or less. Figure 11 presents these findings.

The mean starting wages were compared across the four regions. The highest mean starting pay was for the Eastern Region (\$8.00). The lowest was for the Southern Region (\$6.42). Table 13 presents these findings.



**Table13: Starting Hourly Salary Level for Direct Care Employees After Probation**

CPS Region	Mean Starting Pay	Mean Turnover
Central	\$7.21	79.3%
Eastern	\$8.00	62.7%
Northwest	\$7.13	76.0%
Southern	\$6.42	122.9%

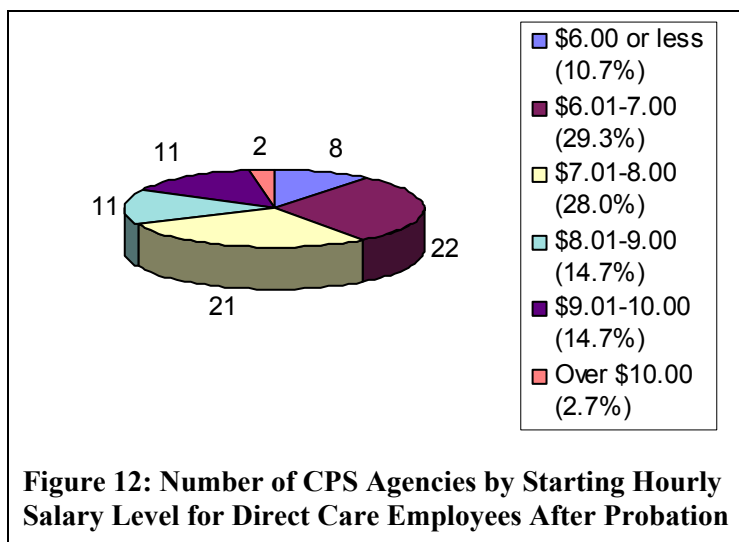
It is interesting to note that the region with the highest mean starting pay had the lowest turnover.

<sup>7</sup> Two CPS agencies left the starting wage answer blank, although they reported a number of employees. They were not included in computing the mean, median, and mode.



## Average Hourly Wages for Direct Care Employees at CPS Agencies

The reported average wage for direct care employees ranged from \$5.50 to \$15.74 an hour<sup>8</sup>, with a mean of \$7.70. This was \$0.58 per hour higher than the \$7.12 mean for starting salaries. The median wage reported was \$7.50, with a mode of \$7.00 (8 agencies). Thirty-two percent of the providers paid over \$8.01 per hour while 10.7% paid \$6.00 per hour or less. (See Figure 12).



A comparison by regions across the state found that the Eastern Region had the highest hourly salary level for direct care employees (\$8.50) while the Southern Region the lowest (\$6.90). (See Table 14). The wage levels showed an inverse pattern to the turnover percentage by region in this Division's providers.

**Table 14: Average Hourly Salary Level for CPS Direct Care Employees**

CPS Region	Mean Wages	Turnover %
Eastern	\$8.50	62.7%
Northwest	\$8.09	76.0%
Central	\$7.98	79.3%
Southern	\$6.76	122.9%

The mean wage has risen by 4.0% from the previous year for the CPS providers (\$7.70 vs. \$7.40)

Table 15. Comparison of FY 02 and FY 03 Results: Mean Wages		
CPS	FY 03	FY 02
Range	\$5.50 to 15.74	\$5.15 to 12.00
Mean	\$7.70	\$7.40
Median	\$7.50	\$7.25
Mode	\$7.00	\$6.00

## Fringe Benefits at CPS Agencies

The providers were asked if they provided fringe benefits for their direct care employees. Five fringe benefits were listed on the questionnaire: (1) sick leave; (2) health insurance; (3) dental/eye care; (4) vacation; and (5) retirement, plus an "other" category. Most of the providers had vacation as a fringe

<sup>8</sup> The CPS provider reporting no paid employees is not included in these wage statistics.

benefit (86.5%). Comparatively few had a dental/eye benefit (20.3%). Half provided sick leave, while 47.3% had health insurance. Table 14 summarizes these results.

**Table 16: Fringe Benefits Provided by CPS Provider Agencies**

	<b>Sick Leave</b>	<b>Health Insurance</b>	<b>Dental- Eye</b>	<b>Vacation</b>	<b>Retirement</b>	<b>Other</b>
Number of Agencies	37	35	15	64	19	16
Percentage <sup>9</sup>	50.0%	47.3%	20.3%	86.5%	25.7%	21.6%

A regional comparison found some difference in the provision of fringe benefits. The Southern Region providers generally offered less in the way of benefits.

**Table 17: Fringe Benefits Provided by CPS Provider Agencies per Region**

<b>Region</b>	<b>Sick Leave</b>	<b>Health Insurance</b>	<b>Dental- Eye</b>	<b>Vacation</b>	<b>Retirement</b>	<b>Other</b>	<b>Number in Region<sup>10</sup></b>
Central	5 38.5%	7 53.8%	1 7.7%	12 92.3%	2 15.4%	4 30.8%	13
Eastern	10 58.8%	8 47.1%	5 29.4%	15 88.2%	6 35.3%	4 23.5%	17
Northwest	9 56.3%	9 56.3%	4 25.0%	15 93.8%	5 31.3%	2 12.5%	16
Southern	10 41.7%	8 33.3%	3 12.5%	18 75.0%	5 20.8%	5 20.8%	24

The type of “other” benefits listed by the CPS provider agencies are shown in Table 18.

**Table 18 : Other Fringe Benefits**

401K, Credit Union  
 Bonus  
 Paid Lunch  
 DEF Comp Com  
 Holiday.  
 Paid Holidays  
 Life Insurance  
 Mutual Fund  
 Tuition  
 Wellness Days  
 Long Term Disability

### *Correlations Between Survey Items and Turnover Percentage Rate*

Possible correlations were tested between survey items and the turnover percentage rate by computing a Pearson product moment  $r$  coefficient. (See Table 19). There was one significant relationship, between average wages and lower turnover.

<sup>9</sup> The provider without employees is not included in the percentages.

**Table 19: Correlations Between Survey Items and Turnover Rate**

Variable	Pearson Correlation	Significance
Average number of direct care employees	-0.04752	.6856
Starting hourly wages for direct care employees after probation	-0.17450	.1398
Average hourly wages for direct care employees	-0.25120	.0297
Sick leave	-0.12423	.2883
Health insurance	0.01566	.8939
Dental insurance	-0.10805	.3561
Vacation	-0.13496	.2483
Retirement	0.00161	.9890
Other	-0.01778	.8796

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### *The Largest CPS Agencies in this Sample*

	Name	CPS Region	ZIP	Number of Staff	Turnover %	Average Wage
1	Marygrove	Eastern	63031	180	50.6%	\$9.71
2	Heartland Behavioral Health Service	Southern	64772	176	118.8%	\$7.25
3	Crittenton	Northwest	64134	153	26.1%	\$15.74
4	Marillac	Northwest	64108	90	71.1%	\$9.99
5	Pineridge Center	Central	65584	81	142.0%	\$7.50
6	Autumn Woods	Northwest	64151	72	6.9%	\$8.25

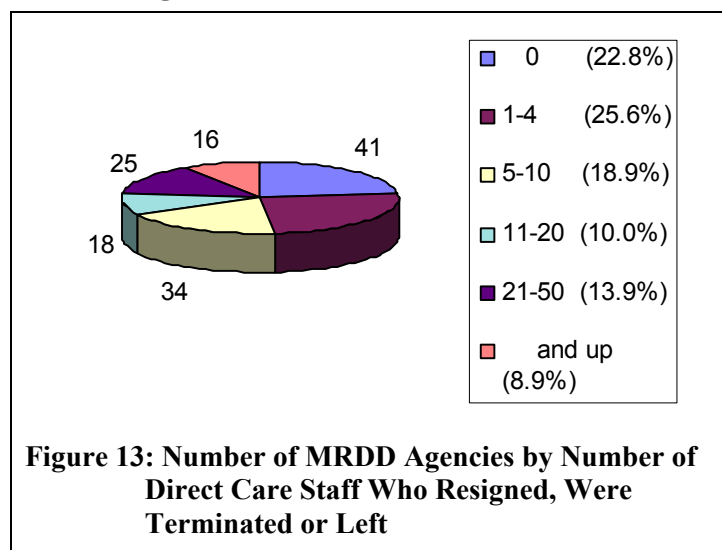
<sup>10</sup> The region could not be determined for 5 agencies which did not provide their Zip code. They are excluded from this table.

## Division of Mental Retardation and Developmental Disabilities

This section provides the results from analyzing returns from the providers contracted only with the Division of Mental Retardation and Developmental Disabilities. There were 182 returns from the providers serving Division of MRDD consumers. In addition, 28 providers reported that they served individuals from both the Divisions of CPS and MRDD.

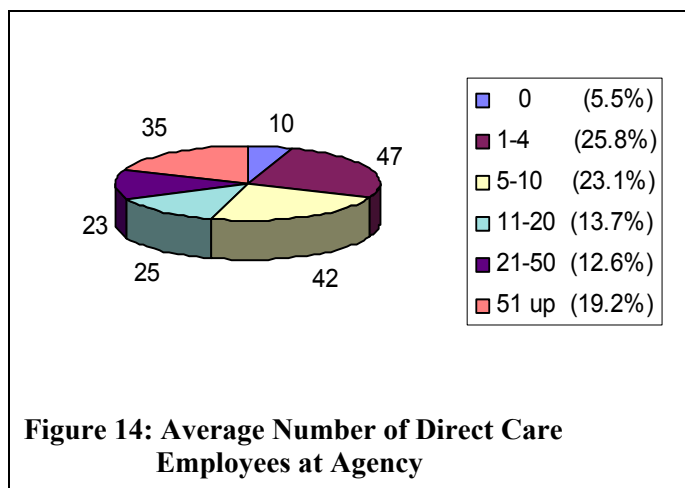
### *Number of MRDD Direct Care Staff that Resigned, Terminated or Left*

The number of MRDD direct care staff that resigned, terminated, or left ranged from zero to 237 during the past year. The mean number was 17.7, with a median of 5.00 and a mode of 0. Approximately 9% of these provider agencies had 51 staff or more leave, while about two thirds of the agencies (67.2%) had ten or fewer employees leave.<sup>11</sup> (See Figure 13).



### *Average Number of Direct Care Employees at MRDD Agencies*

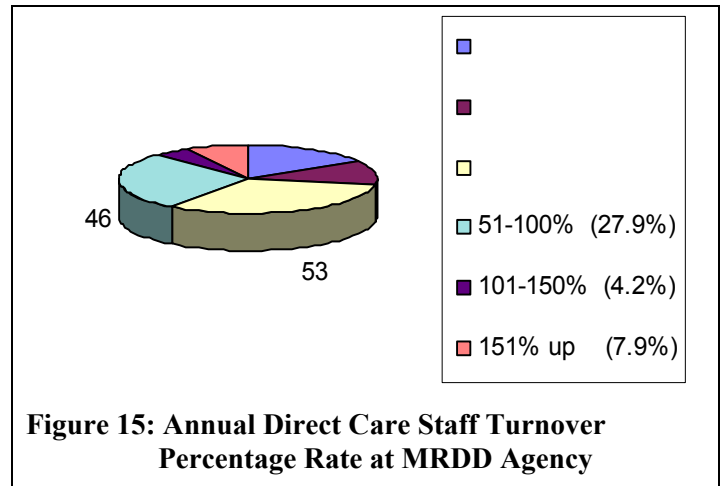
The average number of direct-care employees at MRDD residential agencies during the past year ranged from zero to 263. The mean number of direct care employees was 30.2, with a median of 10 and a mode of 3. Over 19% had 51 employees or more. More than half (54.4%) had ten employees or less. (See Figure 14.)



<sup>11</sup> Number of forms with this item incomplete: 2

## MRDD Annual Direct Care Staff Turnover Percentage Rates

The annual direct-care turnover percentage rate at these provider agencies ranged from zero to 290%.<sup>20</sup> Sixty percent of the agencies indicated turnover of 50% or less, while approximately 12% of the agencies had a 101% turnover rate or greater. The mean turnover rate was 55.3%, the median was 41.2% and the mode was 0% (27 agencies). (See Figure 15).



The mean and median results show a reduction for turnover among direct care staff in MRDD providers from the previous survey.

<b>Table 20. Comparison of FY 02 and FY 03 Results: Turnover Percentage</b>		
<b>MRDD</b>	<b>FY 03</b>	<b>FY 02</b>
Range	0 to 290%	0 to over 567%
Mean	55.3%	64.6%
Median	41.2%	47.5%
Mode	0%	0%

Comparing turnover by district shows no clear pattern. Kansas City is in the North District, which has the lowest mean turnover, while the East District, containing St. Louis, has the highest average turnover. The South District, which has no major metropolitan area, was close to the turnover rate of the East District.

**Table 21: Annual Direct Care Turnover Percentage Rate**

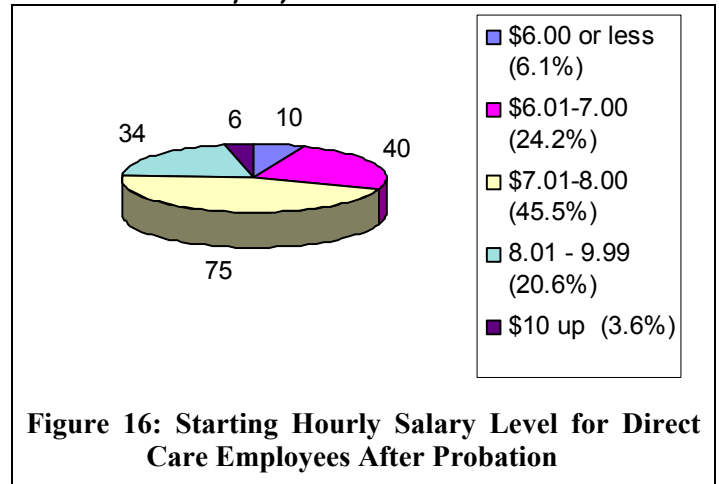
MRDD District <sup>21</sup>	Mean Turnover %
East	63.6
North	48.0
South	62.7

<sup>20</sup> Agencies which reported no employees are not included in these results.

<sup>21</sup> 7 forms did not report the region in which the provider agency was located.

### *Starting Hourly Salary Level for MRDD Direct Care Employees after Probation*

The average starting hourly wage for direct care employees after probation ranged from \$5.30 to \$12.00.<sup>22</sup> The largest group of provider agencies reported wages between \$7.01 and 8.00 per hour (45.5%). The mean pay level was \$7.61 per hour, the median was \$7.50, and the mode was \$7.50. Figure 16 presents the distribution.



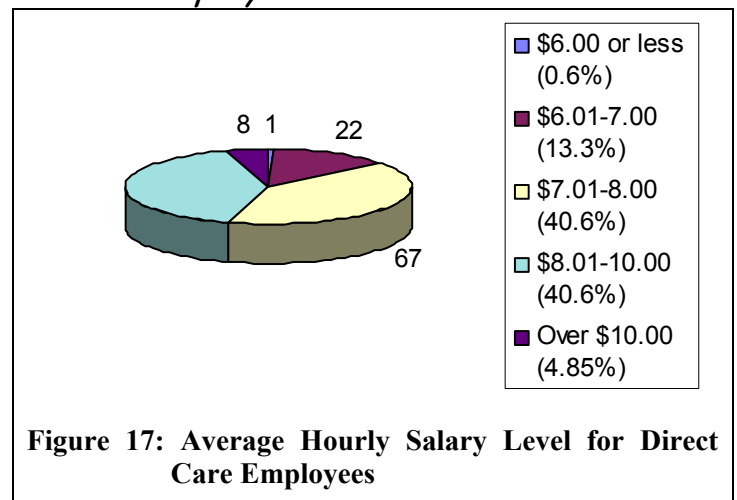
The mean salary level for starting employees after probation varied between the districts, as shown in Table 22. The highest was reported from the East District (\$8.07), with the lowest in the South District (\$7.17).

**Table 22: Starting Hourly Salary Level for Direct Care Employees After Probation**

MRDD District <sup>23</sup>	Mean Starting Pay
East	\$8.07
North	\$7.81
South	\$7.17

### *Average Hourly Salary Level for Direct Care Employees*

The provider agencies were asked to report their average hourly salary level for direct care staff. The range was from \$5.75 to \$12.43.<sup>24</sup> The mean salary level was \$8.23, the median was \$8.00, and the mode was \$7.50 and 8.00 (10 each). 45.5% of provider agencies reported their average wage was above \$8.00 (compared to 24.2% above \$8 for starting wages).



4.85% had hourly wages of \$10.00 or more. Only 1 agency, (0.6%) reported an average wage under \$6.00. (See Figure 17).

<sup>22</sup> Agencies reporting no employees are not included in these results.

<sup>23</sup> 7 forms did not indicate in which District the provider agency was located.

<sup>24</sup> Agencies reporting no employees are not included in these results.

A regional comparison found similar results to the pattern for starting wages among the providers contracted with MRDD. Again, the East District is the highest (\$9.22 mean wage) and the South District is the lowest (\$7.59 per hour. See Table 23.) The pattern of higher wages associating with lower turnover which was observed for CPS regions does not appear across the MRDD Districts.

**Table 23: Average Wages for Direct Care Employees by District**

MRDD District <sup>25</sup>	Mean Wages	Turnover %
East	\$9.22	63.6%
North	\$8.44	48.0%
South	\$7.59	62.7%

### *Fringe Benefits*

The provider agencies were asked if they provided the following benefits: (1) sick leave, (2) health insurance, (3) dental/eye care, (4) vacation, and (5) retirement. There was also an “other” category. Most MRDD agencies provided vacation as a fringe benefit (77.6%). Over half of the agencies reported providing sick leave (52.1%) and health insurance (53.9%). Fewer provided retirement (28.5%) or dental/eye care (23.6%). Table 24 presents these results.

**Table 24: Fringe Benefits Provided to Direct Care Employees – MRDD providers**

	Sick Leave	Health Insurance	Dental-Eye	Vacation	Retirement	Other
Benefit	86	89	39	128	47	45
(% providing)	52.1%	53.9%	23.6%	77.6%	28.5%	27.3%

A regional comparison showed that a smaller percentage of providers in the South District included fringe benefits in their compensation package for direct care staff. Table 25 presents these findings.

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<sup>25</sup> Excludes the seven forms which did not indicate the district in which the provider agency was located.

**Table 25: Fringe Benefits Provided to Direct Care Employees<sup>26</sup>**

MRDD District	Sick Leave	Health Insurance	Dental-Eye	Vacation	Retirement	Other	No. in District
East	9 81.8%	10 90.9%	9 81.8%	10 90.9%	8 72.7%	8 72.7%	11
North	57 60.6%	52 55.3%	21 22.3%	71 75.5%	26 27.7%	18 19.1%	94
South	18 34.0%	22 41.5%	8 15.1%	41 77.4%	10 18.9%	17 32.1%	53

Benefits listed for the "other" category are shown in Table 26.

<b>Table 26: Other Fringe Benefits – MRDD Providers</b>	
Workers Comp	Life Insurance
Wellness pay	I pay when they are absent
Tuition, Life Ins, EAP	Holiday Pay
Time off when needed	FICA Comp,
Required Education Study	Credit Union
Prof Liab Insurance	AFLAC after 1 yr
One meal per day	403B
Meals, activities, sleep	401K Match
\$1000 per person for Ins	\$250 X-mas bonus

### *Correlations Between Survey Items and Turnover Percentage Rate*

Possible correlations were tested between survey items and the turnover percentage rate using a Pearson product moment r coefficient. Two items were significant: The average hourly wage rate, and the provision of dental/eye care. Higher wages and the dental/eye benefit show an association with lower turnover. (See Table 27.)

**Table 27: Correlations Between Survey Items and Turnover Rate**

Variables	Pearson Correlation	Significance
Average number of direct care employees	0.02839	.7174
Starting hourly salary level for direct care employees after probation	-0.07571	.3338
Average hourly salary level for direct care employees	-0.17483	.0247
Sick leave	0.02288	.7705
Health insurance	-0.12959	.0971
Dental/eye insurance	-0.16767	0.0313
Vacation	-0.01039	.8946
Retirement	-0.09688	.2157
Other	0.09058	0.2472

<sup>26</sup> Seven forms did not indicate the region in which the provider agency was located.



### **Six Largest MRDD Providers Participating in the Survey**

Name	MRDD District	ZIP	Number of Staff	Turnover %	Average Wage
Life Skills Foundation	East	63132	263	45.3%	\$9.68
St. Louis Arc	East	63146	233	51.1%	\$8.48
Specialized Support Services	North	64501	200	88.5%	\$8.00
Emmaus Homes, Inc. (St. Charles)	East	63301	198	45.5%	\$9.06
NBA Gateways	East	63121	187	34.2%	\$9.21
Heartland Supported Living, Inc.	South	63801	185	56.2%	\$7.15

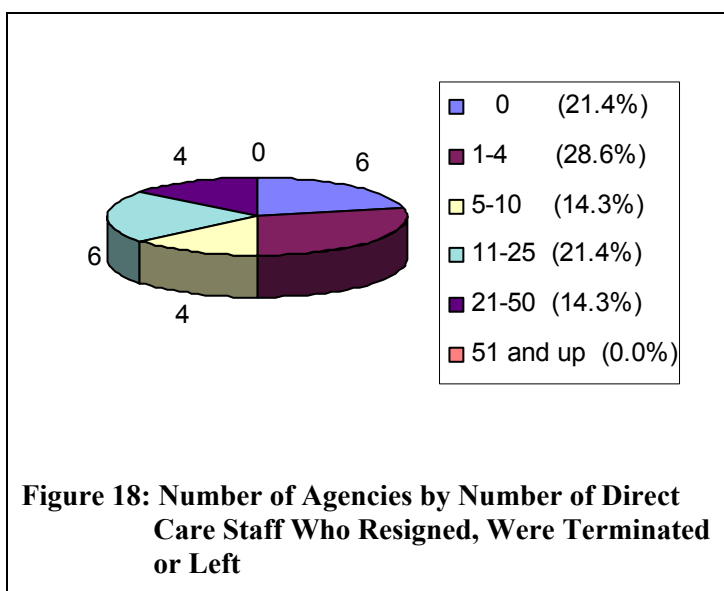
## Returns from Agencies Serving Both CPS and MRDD

This section examines the responses from facilities which reported contracting with both Comprehensive Psychiatric Services and the Division of Mental Retardation and Developmental Disabilities. There were 28 agencies that indicated serving individuals for both Divisions.

### *Number of Direct Care Staff that Resigned/Terminated*

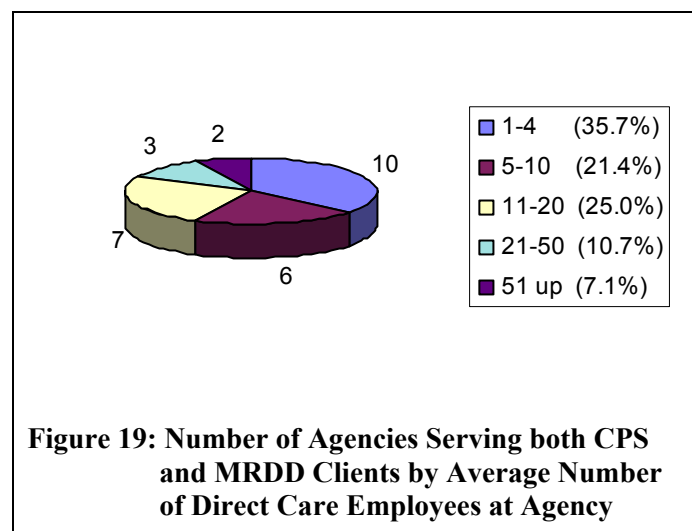
The number of direct care staff that resigned or were terminated ranged from zero to 46 per agency during the year. Six agencies had no staff who left. The mean number of staff who resigned or were terminated was 11.0 individuals per agency. The median was 4.5, and the mode zero.

The majority of the agencies had 10 or fewer turnovers in staff per year (64.3%). None of the agencies had over 50 direct care employees depart during the one year period. (See Figure 18).



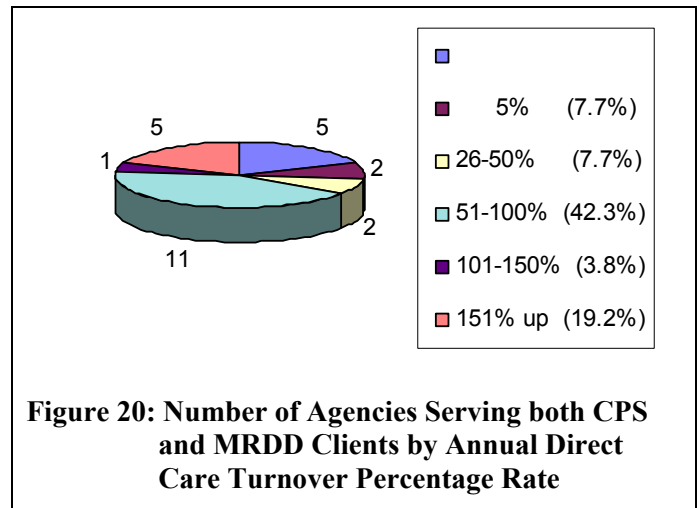
### *Average Number of Direct Care Employees at Agencies Serving both CPS and MRDD Clients*

The average number of direct care employees during the year ranged from two to 74. Approximately 57% had ten or fewer employees. 7.1% had 51 or more employees. The mean number of employees was 13.8, and the median was 5. The sample is bi-modal, with 4 employees and 5 employees each reported by 5 agencies. Figure 19 shows the distribution.



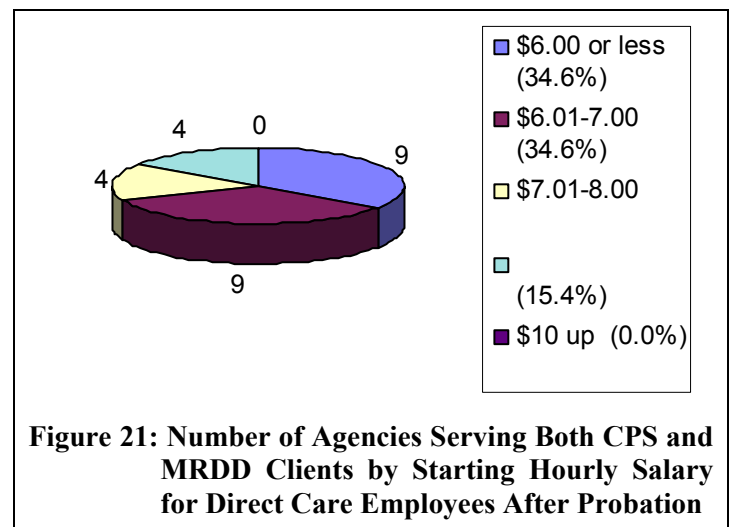
### *Direct Care Staff Turnover Percentages at Agencies With Both CPS and MRDD Clients*

The annual direct care turnover percentage rate was calculated for each agency.<sup>27</sup> The range was from none to 210%, with a mean of 76.9%. The median was 67.9% and the mode was 0 (5 agencies). Approximately twenty-three percent of the agencies reported a turnover of more than 100.0%, while 34.6% had a turnover rate of 50% or less. (See Figure 20.)



### *Starting Wages for Direct Care Employees After Probation at Agencies Serving both CPS and MRDD Clients*

The range for this item was \$5.45 to \$9.00.<sup>28</sup> 34.6% had starting salaries of \$6.00 or less per hour. 15.4% had salary levels after probation beginning at over \$8 per hour, but none paid \$10 or more. The mean was \$6.82, with a median of \$6.50, and a mode of \$6.00 per hour (6 agencies). (See Figure 21.)

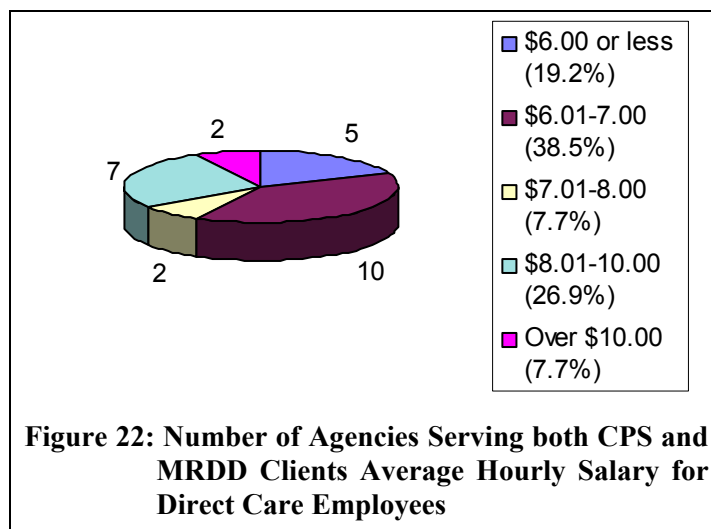


<sup>27</sup> Two agencies indicated 0 paid positions. They were not included in the turnover statistics.

<sup>28</sup> The two agencies without paid positions are not included in the wage statistics.

### *Average Hourly Salary Level for Direct Care Employees at Agencies Serving Both CPS & MRDD Clients*

The range for average hourly salary level for direct care employees was \$5.60 to \$11.55. The mean hourly rate was higher than the mean starting salary (\$7.47 vs. \$6.82), and a higher percentage paid over \$8.00 per hour (34.6% vs. 15.4%). The median was \$6.75 and the mode was \$6.50. 7.7% of the sample reported salaries of \$10.00 or more per hour. 19.2% reported salaries of \$6.00 or less per hour. (See Figure 22).



### *Fringe Benefits Provided to Direct Care Employees at Agencies Serving Both CPS & MRDD Clients*

The provider agencies were asked to indicate what fringe benefits, if any, they provide to direct care employees. Listed fringe benefits included sick leave, health insurance, dental/eye care, vacation, and retirement, plus an “other” category. Some used the other blank to clarify their benefit package such as listing that the provider agency paid part of the health insurance. Over 69% of the agencies providing information noted that they had vacation time for their employees. Fewer than one half reported sick leave and health insurance. (See Table 28.)

**Table 28: Number of Agencies Serving Both Divisions Providing Fringe Benefits to Direct Care Employees**

	Sick Leave	Health Insurance	Dental-Eye	Vacation	Retirement	Other
Benefit	11	10	5	18	7	7
% Providing	42.3%	38.5%	19.2%	69.2%	26.9%	26.9%

### *Correlations Between Survey Items and Turnover Rate at Agencies Serving both CPS and MRDD Clients*

The Pearson product moment  $r$  correlation between the working conditions and turnover rates was calculated. One correlation was found to be significant. Vacation benefits showed a relationship with higher turnover. This may be an attribute of the smaller sample size. (See Table 29).

**Table 29: Correlations Between Survey Items and Turnover Rate**

Variable	Pearson Correlation	Significance
Average number of direct care employees	0.04826	.8149
Starting hourly wage for direct care employees after probation	-0.16964	.4074
Average hourly wage for direct care employees	-.024092	.2358
Sick leave	0.35385	.0762
Health insurance	0.07887	.7017
Dental/eye insurance	0.04589	.8239
Vacation	0.40915	.0379
Retirement	0.03228	.8756
Other	-0.04234	.8373

## Summary

The survey covered by this report was performed to obtain information about the turnover rate of direct care staff at contracted residential providers for the Department of Mental Health, and the relationship of the staff turnover to selected working conditions. This survey is a follow-up to one conducted the previous year.

Results were computed for the total sample of returns, and also were computed with the providers separated by the Division whose consumers they serve.

Highlights of the results:

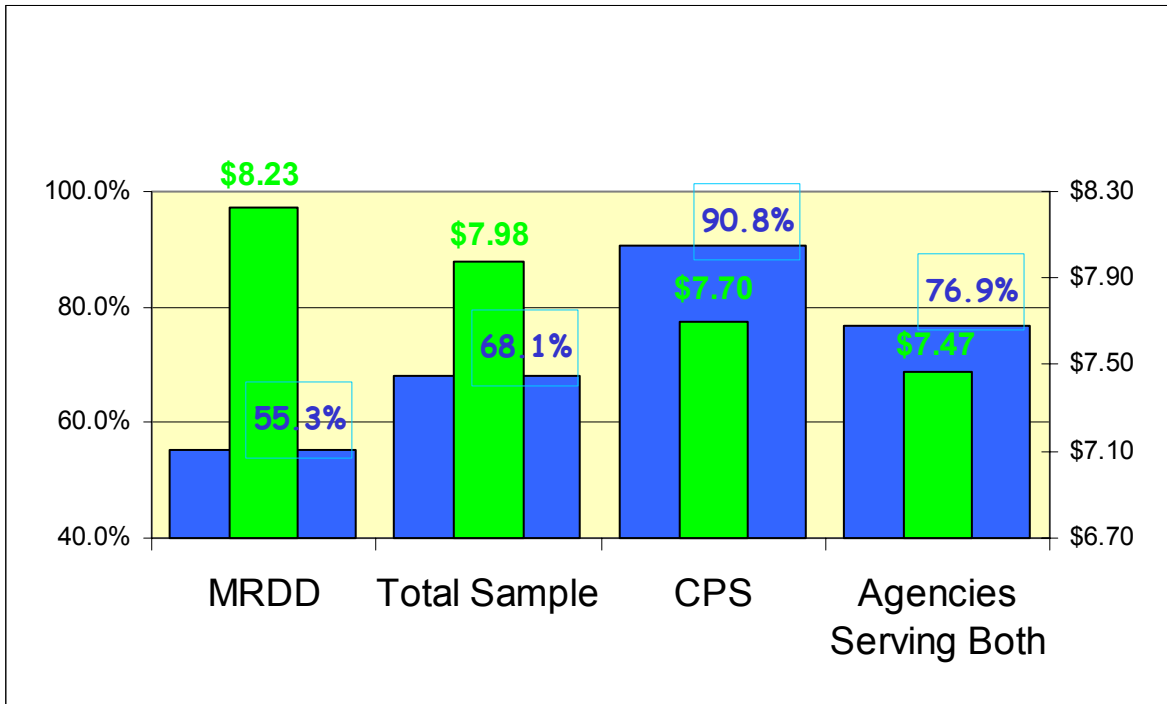
- A total of 289 survey forms were returned for 35.6% return rate.
- The mean annual direct care staff turnover percentage rate for the total sample was 68.1%, with a median of 50% and a mode of 0%.
- These results are not markedly different from the previous year's results, which found a mean turnover rate of 70.7% and a median rate of 50%.
- Two variables were correlated with the turnover rate: (1) the higher the starting salary, the lower the turnover rate; and (2) the higher the average salary, the lower the turnover rate.
- Wages have risen slightly in the past year. The mean of reported wages for direct care staff in this survey is \$7.98 per hour vs. \$7.85 for the previous survey, a 1.7% increase.

Results per the Division contracting with the provider:

- ◇ The mean annual direct care staff turnover percentage rate at agencies providing for Division of MRDD consumers was 55.3%, with a median of 41.2% and a mode of 0%. The mean wage for these providers was \$8.23.
- ◇ Two items were significantly correlated with the turnover rate at MRDD agencies: (1) The higher the average pay rate, the lower the turnover rate; and (2) agencies offering dental/eye care tended to have lower turnover.
- ◇ The mean annual direct care staff turnover percentage rate at agencies providing for Division of Comprehensive Psychiatric Services (CPS) consumers was 90.8% with a median of 68.6% and a mode of 0%. The mean wage was \$7.70.
- ◇ Only average wages were significantly correlated with the turnover rate for the CPS providers. There was an interesting pattern between regional mean wages and turnover for CPS providers. Lower turnover was found in the regions with higher wages.
- ◇ For agencies having a contract to serve consumers of both MRDD and CPS services, the annual direct turnover percentage rate was 76.9% with a median of 67.9%, and a mode of 0%.
- ◇ There was one significant correlation between the turnover rate and other variables in agencies serving both populations relating vacation benefits with higher turnover.

## Appendix A

### Summary Table and Chart



#### *Agency Wages and Turnover by Division*

Division	Number of Surveys	Mean Wages	Mean Turnover	Median Turnover	Mean Wages FY 02	% Change (FY 02 TO FY03)
MRDD	182	\$8.23	55.3%	41.2%	\$8.01	2.7%
CPS	75	\$7.70	90.8%	68.6%	\$7.40	4.0%
Serving Both	28	\$7.47	76.9%	67.9%	\$7.45	0.3%
Total Sample	289	\$7.98	68.1%	50.0%	\$7.85	1.66%

## Appendix B

### Comparative Data:

### Wage Levels and Employment Projections for Similar Occupations

Data Source: Missouri Economic Research and Information Center, Department of Economic Development

Statewide:	Mean Wage Data: Calendar Year 2001		Projected Average Annual Openings	Employment		Projected Growth	Percent Change
	Entry Wage	Experienced Wage	1998-2008	1998	2008 (projected)		
Nursing Aides	\$7.49	\$9.86	1210	37,520	44,370	6,850	18.3%
Home Health Aides	\$7.23	\$8.85	360	7,590	10,100	2,510	33.1%
Psychiatric Aides <sup>21</sup>	\$7.31	\$9.97	40	1,400	1,570	170	12.1%

<sup>21</sup> Limited data is available for Psychiatric Aides.



## Appendix C

### Survey Form

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## Community Residential Provider Staff Turnover Questionnaire

Agency Name: \_\_\_\_\_ This agency has a contract(s) to serve individuals of the  
DMH Division of: ☐ MRDD ☐ CPS ☐ Both.

What ZIP code is your main facility located in? \_\_\_\_\_

1. A. Number of direct care staff that resigned, were terminated, or left for any other reason in the 1 year period starting October 1, 2001 and ending September 30, 2002, at your agency:

- B. The average number of direct-care employees at your agency during this time period:**

Please use full-time equivalents in counting positions. For example, 2080 hours per year or 40 hours per week equates to one full-time equivalent. (Two individuals each employed 20 hours per week is equal to one full-time equivalent).

- C. Annual direct care turnover percentage rate for your agency:**

(This equals A divided by B.)

- 2. Starting hourly salary level for direct care employees, after probation:**

- 3. Average hourly salary level for direct care employees:**

This can be reported either by type of position or in total for facility.

- 4. Fringe benefits provided to direct care employees, as of October 1, 2002:** (if any)

☐ Sick leave ☐ Health Insurance paid by agency ☐ Dental/Eye care

☐ Vacation ☐ Retirement ☐ Other \_\_\_\_\_

**Please return this survey in the enclosed, self-addressed envelope by December 1, 2002, to:**

**Missouri Department of Mental Health  
OQM Outcomes Evaluation  
P.O. Box 687  
Jefferson City MO 65102**